DOCUMENT RESUME

ED 092 194 JC 740 186

AUTHOR	Jacobs, Karl J.
TITLE	Politics of Collective Bargaining.
PUB DATE	Feb 74
NOTE	49p.; Paper presented to Trustee Workshop sponsored by Ill. Community Coll. Trustee Assn. and the Governance Committee and Ill. Council of Public and Community Coll. Presidents (St. Charles, Ill., February 1974)
EDRS PRICE	MF-$0.75 HC-$1.85 PLUS POSTAGE
DESCRIPTORS	*Collective Bargaining; Employer Employee Relationship; *Governing Boards; Speeches; *Teachers; *Unions

ABSTRACT

The opinion of the author as a college trustee who has been involved in collective bargaining is presented in this speech on the problems of collective bargaining. (SGM)

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

ED 092194

POLITICS OF COLLECTIVE BARGAINING

by

Karl J. Jacobs

JC 740 186

Paper presented to Trustee Workshop at Pheasant Run in St. Charles, Illinois, February 15-16, 1974, sponsored by Illinois Community College Trustees Association and Governance Committee, Illinois Council of Public and Community College Presidents

THE STUDY AND THE ALLEGED WORKINGS OF THE OCCULT HAVE ALWAYS HELD A FASCINATION FOR PEOPLE. FOR A TIME, IT WAS UNFASHIONABLE FOR EVEN THE LESS URBANE TO TALK OF DEVILS AND DEMONS.

THE NOVEL, THE EXORCIST, AND NOW THE MOVIE HAVE PROBABLY COMMANDED AS MUCH ATTENTION AS THE ENERGY CRISIS.

I FEEL A CERTAIN RELATIONSHIP WITH THE CURRENT FAD ON THE OCCULT. BECAUSE BY ACCIDENT OF TIMING AND GEOGRAPHY, I WAS EXPOSED TO PUBLIC EMPLOYEE LEGISLATION EARLIER THAN SOME OF MY COLLEAGUES IN ILLINOIS. AS A CONSEQUENCE, WHEN SOME OF THE PRESIDENTS ARE CONFRONTED WITH FACULTY MILITANCY FOR THE FIRST TIME THEIR REACTION IS SIMILAR TO WHAT THE OCCULT PEOPLE WOULD DESCRIBE AS THE SITUATION OF DEMONS AND

Paper presented to Trustee Workshop at Pheasant Run in St. Charles, Illinois, February 15-16, 1974, sponsored by Illinois Community College Trustees Association and Governance Committee, ICPCCP

DARK SPIRITS POSSESSING ONE'S SOUL.

THERE IS THE HOPE BY THE NEWLY POSSESSED THAT SOMEHOW THOSE OF US WHO HAVE HAD EARLIER EXPOSURE TO BARGAINING HAVE THE ABILITY TO PERFORM SOME SORT OF EXORCISM AND RESTORE THINGS TO THE WAY THEY WERE BETWEEN FACULTY AND BOARD AND ADMINISTRATION.

WELL, I MUST SAY SUCH IS NOT THE CASE. QUITE SERIOUSLY, WHAT I HOPE TO ACCOMPLISH TODAY IS NOT TO PERFORM ANY METAPHYSICAL MIRACLES, BECAUSE THERE ARE NO DEVILS AND DEMONS IN BARGAINING -- ONLY HUMANS ACTING OUT SOME RATHER PREDICTABLE ROLES. I WOULD GO FURTHER AND OFFER A PUN THAT IT IS NOT MY OBJECTIVE TO "SCARE HELL OUT OF YOU." HOPEFULLY, I WOULD LIKE TO PROVOKE SOME SERIOUS THOUGHT AND DIALOGUE ON A TOPIC THAT IS VERY MUCH A TRUSTEE RESPONSIBILITY -- GOVERNANCE.

AS A STUDENT OF PUBLIC EMPLOYEE RELATIONSHIP, I AM INTRIGUED THAT SUCH LITTLE EMPHASIS HAS BEEN PLACED ON THE TOPIC OF POLITICS OF NEGOTIATIONS AND BARGAINING. LITERATURE AND EXPERTS ARE IN PLENTIFUL SUPPLY TO ADVISE ON HOW TO PREPARE FOR THE BARGAINING TABLE, WHAT TO SAY AND NOT TO SAY -- AND EVEN WHO SHOULD OR SHOULDN'T TALK BEFORE, DURING AND AFTER BARGAINING. VOLUMES HAVE BEEN WRITTEN ON CONTRACT ADMINISTRATION AND CERTAINLY ALL OF YOU IN ATTENDANCE ARE NOW EXPERT IN ARBITRATION AND GRIEVANCES.

PART OF THE ANSWER TO MY QUESTION OF WHY NO EMPHASIS ON POLITICS CAN BE READILY EXPLAINED. TO BEGIN WITH, BARGAINING WOULD LIKE TO BE CONSIDERED BY LAWYERS AS THEIR EXCLUSIVE FIELD TO SOW. THUS, FOR THE ATTORNEY THE POLITICS IN THE BARGAINING PROCESS BECOMES DEFINED, FIGURATIVELY SPEAKING, IN THE FICTIONAL DR. DOOLITTLE LANGUAGE OF TALKING LEGALISTIC TO EACH OTHER.

ALSO, BARGAINING BY ITS NATURE MEANS DIFFERENCES AND CONFLICTS, AND FOR MOST PEOPLE -- WHO NEEDS MORE CONFLICT? CONVENTIONAL THOUGHT CONSIDERS THE UNIVERSITY AS A REFUGEE FOR RATIONAL PEOPLE EXERCISING RATIONAL THOUGHT. OR AT WORST, AN ASSEMBLY OF CHAOTIC PERSONALITIES (CALLED FACULTY) CLOISTERED FROM THE REALITIES OF THE WORLD. REALITY MEANS, OF COURSE, MAKING A GOOD COMPETITIVE BUCK IN A HARD WORLD.

LIKE EVERY GOOD GUILD, FACULTY MEMBERS RESIST ANY ATTEMPT TO RELINQUISH POWER IN AREAS THAT THEY DETERMINE TO BE LEGITIMATELY THEIRS. IN THE PAST, FEW BOARDS OR ADMINISTRATORS CARED OR DARED TO INTRUDE. BUT NOW, HIGHER EDUCATION IS BIG BUSINESS, BIG BUDGETS, AND BIG NEWS. THEREFORE, THE SCISSOR BLADES OF POLITICS ARE BEING SHARPENED BY A NUMBER OF CANDIDATES, ALL OF WHOM ARE INTERESTED IN THE GAME.

BUT A SIGNIFICANT ANSWER TO THE QUESTION OF WHY POLITICS HAS BEEN OMITTED FROM THE STUDY OF PUBLIC EDUCATIONAL NEGOTIATIONS IS FOUND IN THE COMMONLY HELD ATTITUDE TOWARD POLITICS ITSELF. MOST PEOPLE BELIEVE THAT WHEN POLITICS IS INTRODUCED INTO A HUMAN RELATIONSHIP, IT CONSEQUENTLY MEANS DEBASEMENT. FOR MANY PEOPLE, POLITICS IS JUST SIMPLY "DIRTY TRICKS."

I WOULD SUBMIT, AND I HOPE YOU WILL ACCEPT AT LEAST FOR THE PURPOSES OF THIS PAPER, THAT POLITICS IS IN ITS SIMPLEST TERMS -- A DESCRIPTION OF A PROCESS OF MANAGING AFFAIRS AMONG HUMANS. BUT I WOULD AGREE THERE ARE MANY DEFINTIONS OF THE TERM, AND MANY SUCH DEFINITIONS ARE NOT FLATTERING.

AMBROSE BIERCE SAID, "WHAT IS POLITICS? POLITICS IS THE CONDUCT OF PUBLIC AFFAIRS FOR PRIVATE ADVANTAGE."

OR, "POLITICS AND THE PULPIT ARE TERMS THAT HAVE LITTLE AGREEMENT." (EDMUND BURKE) ... OR, "YOU CANNOT ADOPT POLITICS AS A PROFESSION AND REMAIN HONEST." (LOUIS HOWE) ... AND THOMAS JEFFERSON SAID, "POLITICS IS SUCH A TORMENT THAT I WOULD ADVISE EVERYONE I LOVE NOT TO MIX WITH IT." ... OR, WE COULD CONCLUDE WITH THE SUCCINCT COMMENT BY WILL ROGERS -- "I TELL YOU FOLKS, ALL POLITICS IS APPLESAUCE."

SO I EXPECT WHAT WE MAY WANT TO DO FOR THE REMAINING TIME IS TO SPREAD SOME APPLESAUCE OVER "WHO GETS WHAT, WHEN, AND WHY." I WOULD SAY THAT IF THIS TALK WERE DELIVERED TO ANOTHER GROUP OF PEOPLE, THEY WOULD SUGGEST THAT APPLESAUCE DOES NOT GO FAR ENOUGH IN THE DIGESTIVE TRACT TO DESCRIBE POLITICS.

UNLIKE PRIVATE BUSINESS AND INDUSTRY, THE COLLEGE OR UNIVERSITY IS A UNIQUE INSTITUTION. THERE IS A BASIC PRINCIPLE -- IF NOT ASSUMPTION -- THAT PERVADES ANY DISCUSSION OF HIGHER EDUCATION. IT IS, SIMPLY STATED, THAT THERE MUST EXIST A MAXIMUM OF FREEDOM FOR THE FACULTY TO SEARCH FOR TRUTH AND TO RESPONSIBLY TEACH THOSE TRUTHS TO OTHERS.

WOVEN WITHIN THIS CREED OF ACADEMIC FREEDOM IS TO BE FOUND THE THREAD THAT COMPLICATES THE FABRIC OF GOVERNANCE IN HIGHER EDUCATION.

THE PURPOSE OF THE COLLEGE OR UNIVERSITY IS TO TEACH AND TO CONDUCT RESEARCH. A FACULTY MEMBER IS CHARGED WITH THIS RESPONSIBILITY. IN ORDER TO CARRY OUT THESE RESPONSIBILITIES, IT IS IMPORTANT THAT THEY, THE FACULTY MEMBERS, BE GIVEN MAXIMUM AUTHORITY OVER THEIR OWN AFFAIRS. FOR THOSE OF YOU INVOLVED IN PROFESSIONS OR BUSINESSES THAT ARE

ORGANIZED AS PARTNERSHIPS, ALL OF THIS SEEMS REASONABLE ... AND I AM NOT SUGGESTING THAT IT IS NOT.

~~WHAT I WANT TO DO IS LAY OUT FOR YOU THE~~

CONCEPTS OF GOVERNANCE AND THE DILEMMAS POSED TO THE TRADITIONAL CONCEPTS OF PRINCIPLES AND PRACTICES CREATED BY ORGANIZED COLLECTIVE BARGAINING. IT IS AROUND THESE BASIC LAWS OF GOVERNANCE THAT ONE CAN BEGIN TO PERCEIVE THE POLITICS OF COLLECTIVE BARGAINING.

HISTORICALLY DERIVED, THE TRADITIONAL GOVERNANCE STRUCTURE FOR A COLLEGE OR UNIVERSITY RECOGNIZES THE IDEA OF PLURALISTIC RULE. FACULTY, BOARD ADMINISTRATION, AND POSSIBLY STUDENTS MAKE UP A DELICATELY BALANCED FLYWHEEL OF GOVERNANCE. EACH GROUP OR CONSTITUENCY PLAYS ITS PART BY STAKING OUT AREAS OR SPHERES OF INFLUENCE WITHIN THE COLLEGE COMMUNITY. TRADITIONALLY, CONTROL OVER PROFESSIONAL

STANDARDS, CURRICULUM AND RESEARCH ENDEAVORS BELONGED TO THE FACULTY. FINANCES, FACILITIES, ALUMNI, STATE POLITICS, AND FUND RAISING WERE IN THE GAME PRESERVE OF THE BOARD AND ADMINISTRATION. SOCIAL ACTIVITIES AND ATHLETICS WERE APPROPRIATE AREAS FOR ASPIRING CAMPUS POLITICOS TO "EARN THEIR STRIPES."

THIS FLYWHEEL OF GOVERNANCE WORKED REASONABLY WELL WHEN THERE WAS PERCEIVED TO BE AN EQUITABLE BALANCE AMONG THE CONTENDING FORCES. THUS, IN THEORY THE SHARED AUTHORITY MODEL INCLUDED TRUSTEES, FACULTY, ADMINISTRATION, AND PERHAPS STUDENTS WHO COLLECTIVELY WERE THE INSTRUMENTS FOR A FULL AND, HOPEFULLY, SUCCESSFULLY ORCHESTRATED OVERTURE OF GOVERNANCE. BUT IN RECENT YEARS, THERE HAS BEEN DISCORD AND DISHARMONY.

IF INDEED SHARED AUTHORITY DID WORK -- AND THIS IN ITSELF IS A DISPUTE -- RECENT EVENTS HAVE PROVEN THAT THE UNSPOKEN MORES OF COOPERATION HAVE GIVEN WAY TO A NEW PHILOSOPHY, A NEW LANGUAGE, AND A NEW GAME PLAN. THE NAME OF THIS NEW GAME IS POWER. ALTHOUGH THE USE OF POWER IS NOT NEW IN ITSELF, WHAT IS DIFFERENT IS -- AS MY OLD COLLEAGUE, RAY HOWE, WOULD SAY -- "AN OVERT RATHER THAN A COVERT USE OF POWER BY FACULTY MEMBERS IN THEIR DEALING WITH THE BOARD AND ADMINISTRATION.

IN THE LANGUAGE OF THE TRADE, THERE ARE NOW PRESENT, ADVERSARY RELATIONSHIPS -- OR, TO PUT IT ANOTHER WAY, ONE MIGHT SAY THE AGE OF INNOCENCE HAS PASSED IN BOARD-FACULTY-ADMINISTRATIVE RELATIONSHIPS.

FACULTY UNIONIZATION -- WHETHER IT IS PACKAGED UNDER THE NAME OF THE EDUCATION ASSOCIATION, FEDERATION OF TEACHERS, AAUP, OR A HOME-GROWN PRODUCT --

IS PATTERNED FOR NEGOTIATION AROUND THE INDUSTRIAL MODEL OF PROCEDURES, PROCESSES, AND GUIDELINES. LAWMAKERS PASSED ACTS FOR PUBLIC EMPLOYEES MODELED FROM EARLY PRIVATE SECTOR-ORIENTED AGREEMENTS. LAWYERS AND JUDGES (WHO ARE, OF COURSE, LAWYERS) ALONG WITH EXPERIENCED ARBITRATORS AND MEDIATORS HAVE GRAFTED CUSTOM, PROCEDURES, AND ADMINISTRATIVE LAW -- HAMMERED OUT OF THE EXPERIENCE OF INDUSTRY AND ORGANIZED LABOR TO THE PUBLIC SECTOR. LANGUAGE IN MANY CONTRACTS ARE NOT UNLIKE THAT FOUND IN UNION CONTRACTS IN THE PRIVATE SECTOR. WE DO WHAT WE ARE MOST FAMILIAR WITH -- AND THIS IS PARTICULARLY TRUE IN LAW.

THE WORD MOST COMMONLY USED TO DESCRIBE THE PROCESS OF FACULTY-BOARD RELATIONSHIP UNDER COLLECTIVE BARGAINING IS THAT OF "ADVERSARIES." DEFINED, THE WORD MEANS A PERSON WHO OPPOSES OR FIGHTS AGAINST.

J.C. LIVINGSTON STATED, "WE SEEM DESTINED ... TO MOVE INCREASINGLY TOWARD RELATIONS OF AN ADVERSARY TYPE, CHARACTERIZED BY CONFRONTATION AND BARGAINING BACKED BY FORCE, BY THREAT, AND INTIMIDATION."

ONE STUDENT OF POLITICS CONSIDERS COLLECTIVE BARGAINING AS A CIVILIZED ALTERNATIVE TO A DISORGANIZED OR RANDOM RESOLUTION OF CONFLICT. ADVERSARIES NEED NOT BE ENEMIES -- SUCH IS THE CASE AMONG ATHLETES, SALESMEN, AND LAWYERS. BUT FORMAL EMPLOYEE ORGANIZATION BY THE FACULTY AND AN ADVERSARY RELATIONSHIP WITH THE GOVERNING BOARD HAVE A VERY DIRECT IMPLICATION TO THE POLITICS OF THE RELATIONSHIP AMONG ALL OF THE CONSTITUENTS UNDER THE OLDER SHARED-AUTHORITY SYSTEM.

THE SHARED-AUTHORITY SYSTEM OPERATES THROUGH A SERIES OF ACCOMMODATIONS, LOOSELY DEFINED ARRANGEMENTS, AND A SENSE OF COMPROMISE IN A LESS STRUCTURED

FRAMEWORK. FORMAL BARGAINING SURFACES DIFFERENCES AMONG CONTENDING GROUPS FOR POWER IN THE COLLEGE. WHERE THE POLITICS UNDER THE SHARED-AUTHORITY SYSTEM STRESS COMMON CAUSE, THE ADVERSARY RELATIONSHIP THRIVES ON DIFFERENCES AMONG GROUPS MAINTAINING OR CONTENDING FOR POWER.

TO BE SUCCESSFUL IN BARGAINING, A FACULTY LEADERSHIP MUST POLITICALLY DE-PERSONALIZE "US" FROM "THEM." THE GROUP MUST BELIEVE AND FEEL THAT IN ORDER TO ACCOMPLISH CERTAIN ENDS, THEY MUST EXERT PRESSURE ON ADMINISTRATION AND BOARD. REMEMBER, THE NAME OF THE PLAY IS "COLLECTIVE BARGAINING," AND ONE OF THE THEMES IS THE ADVERSARY RELATIONSHIP.

AN EXCERPT FROM "SOME REFLECTIONS OF A PRESIDENT" BY RON CAMPBELL -- COMMUNITY AND JUNIOR COLLEGE JOURNAL, DEC./JAN. 1974 -- TOUCHES ON THIS ...

"IF, IN THE PROCESS, NOT MUCH GAIN IS BEING ACCOMPLISHED, THE UNION LEADERSHIP IS FACED WITH THE PROBLEM OF PSYCHOLOGICALLY PREPARING THE RANK AND FILE FOR THE ADVENT OF THE POSSIBILITY OF A STRIKE. DURING THIS PERIOD MUCH HALF-ADVOCACY IS EMPLOYED AND THE RANK AND FILE MAY OR MAY NOT BE KEPT INFORMED ON THE PROGRESS OF NEGOTIATIONS. IT IS UP TO THE LEADERSHIP TO CONVINCE THE MEMBERS OF THE UNION THAT MANAGEMENT IS BEING EXTREMELY UNFAIR, UNREASONABLE, PUNITIVE, AND PERHAPS EVEN VINDICTIVE. THIS IS ALL PART OF THE BALL GAME. ON THE OTHER HAND, THE MANAGEMENT TEAM MUST USE EVERYTHING IN ITS POWER TO BRING PRESSURE TO BEAR IN ORDER TO GET A SETTLEMENT. IT MUST BE PREPARED TO TAKE A STRIKE AND IT MUST TELEGRAPH THIS TO THE UNION NEGOTIATING TEAM".

THE MISTAKE BEFORE YOU HAVE READ ALL OF THE SCENES WOULD BE TO THINK IT IS ONLY MONEY THAT IS

AT STAKE - INVOLVED IS THE QUESTION OF GOVERNANCE ITSELF. THE NEXT STEP IS TO IDENTIFY THE ACTORS AND SET THE ACTION IN MOTION THROUGH THE VEHICLE OF "POLITICS -- WHO GETS WHAT, WHEN AND WHERE?"

FACULTY, TRUSTEES, ADMINISTRATORS AND STUDENTS ARE THE MAIN CHARACTERS. COMMUNITY ECONOMIC INTEREST GROUPS, MINORITY GROUPS, AND STATE AGENCIES FROM TIME TO TIME ARE INVOLVED IN THE POLITICS OF NEGOTIATIONS, BUT WE WILL DO WELL TO CONCENTRATE ON THE MAJOR CONSTITUTENCIES THAT MAKE UP THE COLLEGE.

FACULTY IS A CONVENIENT COLLECTIVE NOUN; BUT IN POLITICAL PRACTICE, THE SO-CALLED FACULTY ARE LOOSE COALITIONS OF INDIVIDUALS SOMETIMES ARBITRARILY ORGANIZED AROUND DEPARTMENTS AND DIVISIONS BASED ON ACADEMIC DISCIPLINE. IN COMMUNITY COLLEGES THE PORTFOLIO OF ACADEMIC DISCIPLINE IS LESS IMPORTANT THAN IN THE UNIVERSITY.

THERE ARE, HOWEVER, INDIVIDUAL EXPERIENCE DIFFERENCES, SEX DIFFERENCES, DEGREE DIFFERENCES THAT TEND TO FOSTER A SENSE OF INDIVIDUALITY AND LOOSEN THE FACULTY COALITION. MANY FACULTY ARE NOT BY INCLINATION, INTEREST, OR ABILITY ABLE AND WILLING TO PLAY THE GAME OF POLITICS. THUS, EVEN THE MOST SINCERE AND DEDICATED OF FACULTY UNION LEADERSHIP MUST USE THE TACTIC OF GROUP DYNAMICS, GROUP LOYALTY AND EMPHASIZE THE ADVERSARY RELATIONSHIP TO THE GREATEST ADVANTAGE, FACULTY MEMBERS ARE NOT UNLIKE MANY OTHER PROFESSIONALS -- THEY DISTRUST THOSE IN THE ORGANIZATION WHO BY ROLE ENFORCE RULES AND REGULATIONS, OR ARE A POTENTIAL THREAT.

IN A PAPER DELIVERED TO THE ICCTA LAST YEAR, I SINGLED OUT SEVERAL REASONS FOR THE FEELING OF FACULTY HELPLESSNESS AND WHY FACULTY TURN TO NEGOTIATION. SUCH REASONS ARE: 1)UNJUST AND INSENSITIVE

BOARD AND ADMINISTRATORS; 2) MISINTERPRETATION BY FACULTY OF WHAT THEY THINK THEIR SITUATION IS IN THE INSTITUTION; 3) AN IDENTITY CRISIS AMONG FACULTY MEMBERS. (THE ATTITUDE THAT INDIVIDUALLY THEY CANNOT AFFECT CHANGE NOR DOES SOCIETY RECOGNIZE WHAT MAY BE THEIR WORTH -- THIS FEELING MAY BE MORE PREVALENT IN A COMMUNITY COLLEGE WHERE OUTSIDERS SELDOM RECOGNIZE ABILITIES OF FACULTY OTHER THAN BY THE GENERIC TERM, "TEACHERS." A COROLLARY TO THIS THESIS IS THE ATTITUDE OF FACULTY THAT THEY ARE EITHER AT THE BOTTOM OF THE ACADEMIC PECKING ORDER OR AT THE TOP OF A NOT-VERY-PRESTIGIOUS OUTGROWTH OF THE SECONDARY SYSTEM; 4) GENUINE BELIEF THAT THE FUTURE OF HIGHER EDUCATION RESTS BEST IN THE HANDS OF ORGANIZED FACULTY; AND 5) PLAIN BOREDOM WITH TEACHING "X" COURSE 101 -- SEVENTY-FIVE TIMES.

BARGAINING IS AN OUTLET FOR AGGRESSIVE BEHAVIOR. THE OLD CLICHE WITH SOME MODIFICATION FITS --

IT ISN'T WHETHER YOU WIN OR LOSE, IT IS PLAYING THE GAME THAT IS IMPORTANT. THUS, GIVEN THIS SET OF VARIABLES TO ARRANGE, ONE MUST ASSUME THAT TO WIN AT THE TABLE REQUIRES STRONG COMMITMENTS AND A WILLINGNESS TO SACRIFICE AMONG RANK AND FILE.

SOCIAL PSYCHOLOGISTS CONTEND THAT EMOTIONAL INVESTMENT BY GROUPS IS BEST ACCOMPLISHED BY SIMPLIFYING ISSUES, CAPITALIZING ON GROUP FEARS OR SUSPICIONS, OR LESS GRACIOUSLY GROUP PARANOIA. ATTENDANT WITH ANY SERIOUS LABOR DISPUTE IN THE PUBLIC SECTOR IS A RATHER PREDICTABLE STRATEGY. "BOARD AND ADMINISTRATION ARE TOTALLY UNREASONABLE AND WISH TO DENY LEGITIMATE RIGHTS AND BENEFITS TO EMPLOYEES" IS A BASIC THEME.

BOLD PRONOUNCEMENTS OF SOLIDARITY BEHIND "BARGAINEES" IS ALSO ESSENTIAL. THUS, AN ENTERPRISE THAT MAKES A FETISH OF INDIVIDUAL DIFFERENCES, PARTICULARLY

IN VULGARIZED DISCUSSION OF QUALITY AND QUALIFICATION OF PROFESSIONALS REDUCES ALL COMPLEXITIES AT THE TABLE TO COLLECTIVE GOODS AND EVILS.

THE MAINTENANCE OF POWER BY A FACULTY UNION DEPENDS NOT ON PEACE, TRANQUILITY AND PERPETUATION OF THE EXISTING, BUT RATHER THE LEADERSHIP MUST "DELIVER UP" OR BE DELIVERED UP. THE USUAL UNSOPHISTICATED FACULTY MEMBER IS DEEPLY OFFENDED WITH EMPLOYER ENFORCEMENT OF PROVISIONS OF THE FIRST CONTRACT. THE BOARD AND ADMINISTRATION LIVE AN EVEN MORE PRECARIOUS EXISTENCE WHEN THERE ARE JURISDICTIONAL DISPUTES AMONG FACULTY GROUPS. THE HAVE-NOTS WITHIN THE FACULTY ARE LOCKED IN AN OFTEN MORE DEADLY STRUGGLE WITH THE EMPLOYEE GROUP IN POWER THAN THE BOARD-ADMINISTRATION.

HOWEVER, THE POLITICALLY "OUT" GROUP MUST CONVINCE THE VOTER THAT IF THEY WERE ELECTED, ALLEGED PRACTICES OF THE BOARD-ADMINISTRATION, REAL OR OTHERWISE, WOULD BE ALTERED. THIS, I MIGHT ADD, IS AN IMPLEMENTATION OF THE DEMOCRATIC ETHIC OUT OF THE HIDE OF BOARD-ADMINISTRATION.

THE CONTRACT IS CLEAR, AND IF YOU OPERATE UNDER A PUBLIC EMPLOYEES' ACT, YOUR COMMUNICATION IN JURISDICTIONAL STRUGGLES WITH THE RANK AND FILE IS SEVERELY LIMITED -- IF NOT RESTRICTED. THE STYLE OF FACULTY LEADERSHIP IS DEPENDENT ON EMPLOYEES. UNDER MANY CONTRACTS THE BOARD'S VOICE TO THE FACULTY ON MANY KEY ISSUES MUST GO THROUGH THE, HOPEFULLY, SKILLED HANDS OF THIS FACULTY LEADERSHIP.

ANOTHER EXAMPLE OF HOW THE INTERNAL POLITICS OF THE FACULTY HAS A SPIN-OFF EFFECT ON BOARD AND ADMINISTRATION CAN BEST BE ILLUSTRATED BY EXAMINING THE OPERATION OF THE SINGLE SALARY SCHEDULE. A SINGLE SALARY SCHEDULE AS YOU MIGHT UNDERSTAND IS A PUBLISHED SCHEDULE THAT RECOGNIZES FOR PAY PURPOSES, YEARS OF SERVICE AND NUMBER OF DEGREES OR COLLEGE CREDIT HOURS. THEREIS FOR FACULTY, VERTICAL AND HORIZONTAL MOVEMENT UP THROUGH A NUMBER OF YEARS AND THROUGH SO MANY ACADEMIC DEGREES. THIS IS A SCHEDULE MORE APPROPRIATE TO THE PUBLIC SCHOOL SYSTEM WHEN TEACHERS WERE UNDERPAID AND SINCERE BOARDS WISHED TO FIND A WAY TO COMPENSATE THEM WITHOUT SEVERE PUBLIC CRITICISM.

ALSO, BECAUSE MANY TEACHERS DID NOT HAVE ADEQUATE ACADEMIC CREDENTIALS, MONETRARY INCENTIVES

WERE BUILT INTO THE SCHEDULE. COMMUNITY COLLEGE TRUSTEES AND FACULTY MEMBERS OF THESE NEW INSTITUTIONS OFTEN HAD A COMMON BACKGROUND OF THE COMMON SCHOOL AND, THEREFORE, ADOPTED THESE SINGLE SALARY SCHEDULES.

ANOTHER MORE SUBTLE REASON FOR THE ADOPTION OF THE SINGLE SALARY SCHEDULE WAS WHAT MIGHT BE TERMED THE UNSPOKEN POLITICAL UNDERSTANDING AMONG BOARD, FACULTY MEMBER, AND ADMINISTRATOR. SIMPLY STATED, THE BOARD DID NOT WANT TO RAISE NOR FELT COMFORTABLE TO DEMAND -- PARTICULARLY IN THE PAST DECADE OF TEACHER SHORTAGE -- THE DEFINITION OF MANAGERIAL GOALS AND TECHNIQUES OF EVALUATION OF FACULTY. THE SINGLE SALARY SCHEDULE APPEARS OBJECTIVE, PREDICTABLE, AND EVEN EQUITABLE TO ALL PARTIES.

IT WAS EASIER TO QUIETLY GRUMBLE OVER

TENURE, NINE MONTH YEARS, AND AUTOMATIC INCREMENTS. BUT LITTLE WAS OR IS, IN MOST INSTITUTIONS, SINCERELY SAID ABOUT PERFORMANCE RELATED TO WAGE. MANY FACULTY MEMBERS, AND PARTICULARLY ORGANIZED LABOR, FIND ANY TECHNIQUE THAT REINTRODUCES INDIVIDUALITY OR AN ENTREPRENEUR PRINCIPLE INTO THE FACULTY -- AS A THREAT TO SOLIDARITY.

FACULTY COHESION IS BEST ACHIEVED WHEN EACH MEMBER OF THE STAFF IS PAID ON A MECHANICAL AND PREDICTABLE BASIS. THERE IS NO COMPETITION AMONG FACULTY MEMBERS FOR PROMOTION. USUALLY THE UGLY ASPECTS OF MACHIAVELLIAN UNIVERSITY POLITICS IS RAISED AS THE GRIM SPECTOR WHEN THERE IS A SERIOUS SUGGESTION FOR INDIVIDUAL NEGOTIATION FOR SALARY OR PROMOTION. MOST FACULTY MEMBERS FEEL INADEQUATE TO THE TASK OF CONVINCING LAW TRUSTEES THAT PETRY, PHILOSOPHY OR MEDIEVAL HISTORY IS WORTH MUCH IN A GOOD PRACTICAL WORLD SENSE. AGAIN, THERE ARE TRUTHS IN THIS FACULTY

ASSUMPTION AND FEAR.

ADMINISTRATORS DO NOT PROTEST THE LOCK-STEP SALARY SCHEDULE. IT MINIMIZES ADMINISTRATIVE RESPONSIBILITY TO TACKLE THE TASK OF MANAGEMENT EVALUATION AND STANDARDS. BY THIS TIME, A FEW TRUSTEES ARE CONVINCED THAT THEIR PARTICULAR SUSPICIONS OF THE ACADEMIC COMMUNITY ARE BEING CONFIRMED -- AT LEAST IN THIS PRESENTATION.

I MIGHT ADD, THAT THE LITERATURE IS CLEAR THAT THE PRIVATE SECTOR HAS ENORMOUS DIFFICULTY IN SORTING OUT EVALUATIVE TECHNIQUES TO PROPERLY COMPENSATE EMPLOYEES SELLING SERVICES. HOW DOES A PRIVATE CORPORATION KNOW IT HAS THE BEST VALUE IN ITS PUBLIC REIA TIONS, LAW STAFF, PUBLIC ACCOUNTANTS, OR OTHER STAFF PEOPLE? FRANKLY, GRACIOUS ENTER TAINING WOULD NOT BE A LIFESTYLE IN OUR SYSTEM IF

EVERYTHING WERE BASED ON CLEARLY IDENTIFIED ABILITY AND QUALITY OF SERVICES. HOW MANY INDIVIDUALS COMPLAIN OF FEES CHARGED BY LAWYERS, DENTISTS, PHYSICIANS, AND OTHER PROFESSIONALS.

BUT THE TASK TODAY IS NOT THE ADMINISTRATION OR PHILOSOPHY OF SALARY SCHEDULES, IT IS POLITICS IN THE PUBLIC SECTOR .... AND HOW SINGLE SALARY SCHEDULES ILLUSTRATE THE TAXONOMY OF THESE POLITICS. THUS FAR, THE SPEAKER HAS PROPOSED THAT FACULTY MEMBERS, BOARDS OF TRUSTEES, AND ADMINISTRATORS ARE INVOLVED IN PERPETUATING A METHOD OF COMPENSATION FOR REASONS THAT ONE MIGHT SUSPECT IS NOT THE MOST EQUITABLE OR REASONABLE. BUT THERE IS STILL MORE TO THE OPERATION OF THIS SALARY SYSTEM THAT ILLUSTRATES SOME OF THE POLITICS OF FACULTY AND OTHERS.

THE SINGLE SALARY SCHEDULE OPERATES REASONABLY WELL -- MEANING THERE IS NO OPPOSITION

TO IT WHEN THE FACULTY ARE ALL FAIRLY LOW ON THE SCHEDULES AND THERE IS MAXIMUM ROOM FOR VERTICAL AND HORIZONTAL MOVEMENT. ADD THE SECOND INGREDIENT -- THE ABILITY OF THE BOARD OF TRUSTEES TO SUPPLY AMPLE OIL (MEANING DOLLARS) FOR THE CRANKCASE OF THIS SYSTEM TO ALLOW THE GEARS OF FACULTY MOVING DOWN THE SALARY COLUMN OF EXPERIENCE AND ACROSS THE SCHEDULE OF ADDITIONAL APPROVED GRADUATE COLLEGE CREDITS.

BUT INFLATION, SHORTAGE OF DOLLARS, AND JUST THE BUILT-IN DEFINING OF THE SINGLE SALARY SCHEDULE HAVE CREATED AN INTERESTING ARMAGEDDON FOR BOARD AND FACULTY. FACULTY MEMBERS ARE IN MANY INSTITUTIONS DIVIDED INTO TWO FACTIONS -- THE OLD-TIMERS WHO ARE "TOPPED OUT" ON THE SCHEDULE AND THOSE FACULTY STILL CLIMBING UP THE STEPS ON THE SCHEDULE.

NOW THE POLITICS! VISUALIZE A TUG OF WAR WITH THE NUMBER OF FACULTY AT THE TOP OF THE SCHEDULE AT ONE END OF THE ROPE, AND FACULTY MEMBERS STILL ABLE TO ADVANCE ON THE SCHEDULE AT THE OTHER END. OF COURSE, THE CONTEST CAN BE ENDED IF THE BOARD PROVIDES ENOUGH MONEY FOR EACH CONTENDING SIDE. REMEMBER, HOWEVER, THAT DOLLARS ARE GETTING IN SHORT SUPPLY -- DID I HAVE TO REMIND YOU OF SUCH A PHENOMENON?

FACULTY AT THE TOP FAVOR PERCENTAGE INCREASES ON THEIR LARGER BASE SALARIES. (I MIGHT ADD, C.O.L. ADJUSTMENTS WHICH ARE STAGGERING OVER A PERIOD OF YEARS ALONG WITH SALARY RAISES USUALLY IS ACCEPTABLE TO FACULTY.) THOSE FACULTY MEMBERS NEAR THE BOTTOM FAVOR ADJUSTMENT ON THE BASE SALARIES BECAUSE PERCENTAGES ON THEIR SMALLER BASE PLACES THEM RELATIVELY BEHIND PEOPLE WITH

LARGER SALARIES. FACULTY MEMBERS SOMEWHAT UP THE SCALE PREFER GENEROUS ADJUSTMENT IN THE INCREMENT AND IF IT IS CUMULATIVE IN EFFECT, ALL THE BETTER.

SOCIAL PSYCHOLOGISTS THEORIZE THAT IT IS OFTEN NOT WHAT A PERSON MAKES IN SALARY BUT WHAT IS MADE IN RELATION TO SOMEONE ELSE'S SALARY. THUS, FACULTY NEGOTIATING GROUPS ATTEMPT TO SUBMIT PROPOSALS THAT RAISE BASE, INCREMENTS, ADD STEPS, C.O.L. AND LONGEVITY INCREASES -- ALL BASED ON THE INTERNAL POLITICAL FACTS OF HOW MANY SOLDIERS ARE AT THE BOTTOM, MIDDLE AND TOP AND WHO IS OR ISN'T IN A POSITION TO RAISE THE MOST HELL.

COULD THEY DO OTHERWISE? IN MOST SITUATIONS, THESE FACULTY PROPOSALS ARE PROBABLY MORE PRAGMATIC AND RELATED TO FACULTY SENSITIVITIES THAN THE

INSTITUTIONAL PHILOSOPHY DETERMINED BY THE BOARD AND ADMINISTRATION GOVERNING THE ALLOCATION OF SALARIES. OMITTED FROM ANY OF THIS DISCUSSION ARE THE INDIVIDUAL PERSONALITIES THAT COME INTO PLAY. LITTLE DOUBT THAT THE STYLE, SOPHISTICATION, LEADERSHIP ABILITY, OR LACK OF, PREJUDICES ... ALL AFFECT THE POLITICS OF NEGOTIATION.

I MIGHT JUST ASK THE RHETORICAL QUESTION TO TRUSTEES ... DO YOU HAVE A CLEAR IDEA OF WHO STANDS TO WIN OR LOSE WITHIN FACULTY RANKS WHEN A SALARY PROPOSAL IS PLACED BEFORE YOU FOR CONSIDERATION? HAVE YOU DISCUSSED THE POLITICAL AND ECONOMIC IMPLICATIONS OF YOUR PAY SCHEDULES FOR THE NEXT FOUR OR FIVE YEARS? MR. TRUSTEE, DO YOU HAVE A CLEAR IDEA OF WHAT YOU EXPECT FROM THOSE WHO WORK AT YOUR COLLEGE, AND DO YOU KNOW HOW TO RELATE SALARY TO THOSE EXPECTATIONS?

ALTHOUGH GREAT EMPHASIS HAS BEEN PLACE D ON ECONOMICS AND POLITICS, IT IS SAFE TO SAY THAT OF GREATER INTEREST TO FACULTY MEMBERS IS CONTROL OVER THEIR OWN AFFAIRS AND THAT OF THE INSTITUTION. AS ONE OLD UNION WAR-HORSE SAID YEARS AGO, "POWER BELONGS TO THE FACULTY."

LET US SPEND A FEW MINUTES ON WHAT I WOULD TERM, THE "GUT ISSUE"-THAT OF THE POLITICS OF GOVERNANCE AND ITS RELATIONSHIP TO NEGOTIATIONS. THERE STILL EXISTS A "CULTURAL LAG" OF ATTITUDES TOWARD HOW INSTITUTIONS ARE GOVERNED.

COLLEGES CAUGHT UP IN FORMAL COLLECTIVE BARGAINING AS PREVIOUSLY EXPLAINED CONFORM TO THE MORES AND CUSTOMS OF AN EMPLOYEE-EMPLOYER RELATIONSHIP. THE MORE CLASSICAL DEFINITION OF A FACULTY MEMBER IS THAT OF A PROFESSIONAL APPOINTEE.

THE AAUP SAYS, "THE FIRST STEP TO SUCCESS-FUL INSTITUTIONAL GOVERNMENT IS RECOGNITION OF THE INDIVIDUAL FACULTY MEMBER AS AN OFFICER OF HIS INSTITUTION -- THAT IS, AS A PROFESSIONAL APPOINTEE RATHER THAN AS A HIRED EMPLOYEE." (AAUP FACULTY PREROGATIVES, A PROSPECTIVE FOR COMMUNITY AND JUNIOR COLLEGES.)

DR. CAMPBELL CONFIRMS A POINT OF VIEW THAT I HAVE VOCALLY SPOKEN OUT ON REGARDING THE NAIVETY OF THE COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION OF THE NORTH CENTRAL ASSOCIATION OF COLLEGES AND SECONDARY SCHOOLS WHEN THEY DISCUSS "RELATIONSHIPS WITHIN THE INSTITUTION" IN THEIR ANNUAL REPORT 1971.

"HOWEVER, THE COLLEGE OR UNIVERSITY DIFFERS FROM MOST OTHER TYPES OF ORGANIZATIONS IN THE PLACE OF ITS FACULTY PERSONNEL IN THE STRUCTURE OF THE

INSTITUTION. THE FACULTY PERSONNEL OF AN INSTITUTION OF HIGHER EDUCATION ARE NOT REGARDED AS EMPLOYEES OCCUPYING DESIGNATED POSITIONS IN A HIERARCHY. RATHER, THE FACULTY MEMBER OPERATES TO A SIGNIFICANT DEGREE AS AN INDEPENDENT ENTREPRENEUR ENGAGING IN DECISION-MAKING OUTSIDE OF THE HIERARCHICAL STRUCTURE." (RONALD CAMPBELL'S ARTICLE, REFLECTIONS OF A PRESIDENT.)

FACULTY MEMBERS IN INSTITUTIONS WITH FORMAL AGREEMENTS OFTEN REPRESENT A TYPE OF POLITICAL SCHIZOPHRENIC IN REPRESENTING THEMSELVES TO THE BOARD AND ADMINISTRATION. IN A NUMBER OF MATTERS DETERMINED AS NEGOTIABLE, FACULTY MEMBERS ASSUME THE POSTURE OF EMPLOYEES AND EMPLOY ALL OF THE TACTICS APPROPRIATE TO THE ADVISORY RELATIONSHIP. WHILE IN OTHER CIRCUMSTANCES, FACULTY MEMBERS MAY WISH TO BE CONSIDERED PROFESSIONAL OFFICERS OF THE INSTITUTION.

FOR THE BOARD AND ADMINISTRATION, IT BECOMES DIFFICULT TO SORT OUT THOSE MATTERS APPROPRIATE FOR BARGAINING AND THOSE AREAS ACADEMIC. I WISH TO QUICKLY ADD THAT IN SOME SITUATIONS, THIS BEST OF BOTH WORLDS APPROACH IS DELIBERATE AND A CLEVER TACTIC.

BUT FOR MANY OF US, THE STYLE AND PARAMETERS OF COLLE CTIVE BARGAINING IN THE PUBLIC SECTOR IS STILL TOO NEW AND SOMEWHAT EXPERIMENTAL. BUT IF YOU AND YOUR INSTITUTIONS ARE PART OF THE GROWING UP EXPERIENCE, IT MAY BE DIFFICULT TO TAKE SUCH A DETACHED POSITION.

WELL, WE HAVE TALKED OF FACULTY. NOW, AT THE SPEAKER'S PERIL, LET'S EXAMINE THE TRUSTEE. WHAT SET OF POLITICAL CIRCUMSTANCES DOES THE COMMUNITY COLLEGE TRUSTEE REPRESENT? FIRST OF ALL, A TRUSTEE IS A POLITICAL ANIMAL FROM THE CORE OF HIS SOUL. HE IS POLITICALLY ELECTED -- IN THIS STATE NON-PARTISAN,

ALTHOUGH I WOULD GUESS SOME TRUSTEES HAVE A QUIET PARTISAN POLITICAL SUPPORT. FOR MANY TRUSTEES, GETTING RE-ELECTED IS AN IMPORTANT PRIORITY. IF THEY CAN HOLD THEIR COALITION TOGETHER AND ARE WILLING, FACULTY CAN EFFECT IF NOT ELECT THEIR OWN TRUSTEES TO THE BOARD OF TRUSTEES.

IT IS NOT UNCOMMON FOR TRUSTEES TO TALK A TOUGH MANAGEMENT LINE BUT WHEN CORRECT PRESSURE IS EXERTED, TO CAPITULATE. THERE ARE RUMORS AND EVEN NAMES MENTIONED OF TRUSTEES ELECTED AS FELLOW TRAVELERS FOR FACULTY ORGANIZATIONS. I CLEARLY UNDERSTAND WHY FACULTY, PARTICULARLY WHERE THE VOTER TURNOUT IS LIGHT, GET THEIR OWN POLICY-MAKERS ELECTED -- I PERSONALLY WAS A PART OF THAT PROCESS MANY YEARS BACK IN MY FACULTY DAYS.

SOME TRUSTEES ENJOY THE POPULARITY AND ATTENTION GIVEN THEM BY EMPLOYEES. IF I DARE, FOR

SOME TRUSTEES THIS IS MORE RECOGNITION AND PRESTIGE THAN THEY MAY RECEIVE IN THEIR LIFE-WORK OR PERSONAL LIVES. CLEVER FACULTY STUDY BOARD MEMBER VANITY AND CULTIVATE INFORMAL LIAISONS FOR PRAGMATIC POLITICAL REASONS. REMEMBER, FACULTY ARE INTELLIGENT AND NOT OBLIVIOUS TO THE REWARDS OF POLITICAL SEDUCTION.

FOR SOME TRUSTEES, THEY ARE POLITICALLY AMBIVELENT ABOUT THEIR ADMINISTRATION. THEY SEE ADMINISTRATORS CLOSE UP AND RECOGNIZE THEIR REAL OR ALLEGED SHORTCOMINGS. THE ADMINISTRATORS ARE FEW IN NUMBER AND PROBABLY POLITICALLY IMPOTENT. ALSO, TRUSTEES ARE NEVER QUITE SURE IF THEY CAN OR SHOULD TRUST THE ADMINISTRATION.

ADD TO THIS, THE FEELING THAT ADMINISTRATION EXERCISES A THEORETICALLY INORDINATE AMOUNT OF POWER AND YOU HAVE THE BASIS FOR A STRANGE DETENTE OR

UNSPOKEN ALLIANCE BETWEEN FACULTY AND BOARD MEMBERS. THIS DETENTE, BASED ON HOPEFULLY, BUT NOT ALWAYS, INCORRECT ASSUMPTIONS ABOUT ADMINISTRATION, IS A PRECARIOUS ONE THAT ACCOUNTS FOR SOME OF THE INCONSISTENCY OF TACTICS AMONG TRUSTEES WHEN ONE IS INVOLVED IN HARD JAW-BONING NEGOTIATIONS.

FURTHER, THE ADMINISTRATION OF POLICIES AND RULES AND REGULATIONS IS THE TASK OF THE ADMINISTRTOR-IT HAS AND CAN LIMIT THE POLITICAL STYLE OF THE TRUSTEE WHO IN SOME SITUATIONS WISHES TO SIMPLY DO A HARMLESS FAVOR FOR A CONSTITUENT, LIKE GET THEM IN OR OUT OF A PROGRAM OR TO MAKE SURE THAT PATRIOTIC OR RELIGIOUS GROUPS ARE NOT OFFENDED BY IDEAS TAUGHT IN THE SCHOOL.

AT A MEETING OF TRUSTEES SEVERAL WEEKS AGO AN ATTORNEY EXPLAINED THAT HE COULD NOT UNDERSTAND WHY TRUSTEES WERE SO WILLING TO "GO TO THE WALL" ON

THE ISSUE OF PERSONAL LEAVE DAYS AND, ON MORE BASIC ISSUES, CAPITULATE TO EMPLOYEE GROUPS. CERTAINLY, PART OF THE ANSWER IS IGNORANCE OF THE ISSUES, BUT WHAT THE LAWYER -- KNOWLEDGEABLE IN COLLECTIVE BARGAINING -- FAILED TO RECOGNIZE IS THAT POLITICALLY THE TRUSTEE HAS TO ANSWER TO PEOPLE IN A COMMUNITY WHO SEE AN EMPLOYEE SHOPPING OR ON VACATION WHEN THEY ARE SUPPOSED TO BE ON PERSONAL LEAVE. THIS IS WHY TRUSTEES WILL ARGUE OVER A FEW ADMINISTRATORS SALARIES AND BARGAIN VERY LARGE AMOUNTS OF MONEY UNDER THE DE-PERSONALIZED SALARY SCHEDULE.

TRUSTEES OF A COMMUNITY COLLEGE HAVE A PARTICULARLY DIFFICULT TASK -- THEY ARE LOCALLY ELECTED, OFTEN FROM POLITICALLY HETEROGENEOUS DISTRICT, AND HELD ACCOUNTABLE FOR AN INSTITUTION THAT INCREASINGLY IS FALLING UNDER STATE CONTROL FOR THE BIG DECISIONS.

FOR MANY TRUSTEES, THEIR EXPERIENCE HAS BEEN THE COMMON SCHOOLS, AND THE SHIFTING OF GEARS TO THE MORES AND CONVENTIONS EXPECTED OF THEM IN HIGHER EDUCATION IS A DIFFICULT TASK, AT BEST.

COLLECTIVE BARGAINING SEEMS TO BRING FORTH A TRUSTEE OR TWO WHO SEE THIS ARENA AS ONE TO DISPLAY SELF-INFLICTING EXPERTISE. THE PERSON WHO HAS HAD EXPERIENCES, OR A LACK OF THEM, AND FEELS COMPELLED TO INTERJECT THEM INTO THIS NEGOTIATING PROCESS IS PROBABLY THE MOST MICHIEVOUS OF ALL PERSONS.

THE ARGUMENT RUNS FROM SUCH PEOPLE THAT THEY HAVE BEEN IN THE REAL WORLD, KNOW HOW TO MAKE A DOLLAR, AND CAN APPLY SOME GOOD COMMON BUSINESS SENSE TO THE SITUATION. EXPERIENCED NEGOTIATORS WELCOME SUCH AN ARROGANT ADVERSARY.

SOME OF THE WORST CONTRACTS IN THIS STATE HAVE BEEN THE RESULT OF SUCH UN-TRUSTEE-LIKE MEDDLINGS. BUT WHO TELLS SUCH A TRUSTEE THAT HE IS OVERSLIPPING HIS BOUNDS? THAT, IN FACT, MAY BE ONE OF THE ENDURING REWARDS OI TRUSTEE INVOLVEMENT IN THIS STATE ORGANIZATION -- THE SETTING OF RULES OF CONDUCT FOR TRUSTEES.

THE LAST EXAMPLE OF POLITICS AND THE BOARD IS THR ETRUSTEE WHO BY PERSONALITY STRUCTURE IS A SELF-APPOINTED REPRESENTATIVE OF EMPLOYEE INTERESTS ON THE BOARD. WE HAVE OTHER TRUSTEES WHO ARE GURU-S FOR STUDENTS AND AN ASSORTMENT OF COMMUNITY INTERESTS. THIS TRUSTEE WANTS AND GETS FACULTY PRAISE. ADD TO

THIS, TRUSTEES WHO JUST CANNOT GET ALONG AND YOU HAVE THE ING REDIENTS OF A BAD CONTRACT.

SOME OF YOU ARE EAGERLY WAITING FOR THE POLITICS OF ADMINISTRATION, AND A FEW -- I WOULD SUSPECT -- OF PRESIDENTS. THE DILEMMA FOR THE ADMINISTRATION AND, PARTICULARLY, THE PRESIDENT IS TO STEP ADROITLY AMONG BOARD, FACULTY, SUBORDINATE ADMINISTRATORS, AND STUDENT INTERESTS IN A WAY THAT POLITICALLY CONVEYS HARMONY AND SOME LEVEL OF GOOD MANAGEMENT.

ONE OF THE AXIOMS OF REAL POLITICS IS THAT POWER DISSIPATES WHEN EXERCISED. AUTHORITY IS BEST EXERCISED WHEN POWER STANDS AS A VEILED ALTERNATIVE IN THE BACKGROUND. IN THE CASE OF A COLLEGE OR UNIVERSITY PRESIDENT'S MANAGEMENT, AUTHORITY EXISTS WITH VIRTUALLY NON-EXISTENT POWER.

THE RIGHT TO HIRE, FIRE AND CONTROL QUALITY OF INSTRUCTION RESTS WITH THE FACULTY WHO DO NOT BEAR DIRECT RESPONSIBILITY FOR THEIR DECISIONS. IN MANY INSTITUTIONS, TOP EXECUTIVE ADMINISTRATORS HOLD FACULTY RANK. THE PRESIDENT, IF DISSATISFIED WITH THEIR "DEANING," CAN SHIP THEM BACK TO THE FACULTY WHERE MR. "EX-DEAN" BECOMES AN ANTAGONISTIC.

THERE ARE SITUATIONS WHERE EX-FACULTY AND EX-SECRETARIES HAVE RUN FOR BOARDS TO GET BACK AT THE PRESIDENT. SO, IN AN ATTEMPT TO KEEP HARMONY, IT IS SOMETIMES THE TACTIC OF PRESIDENTS TO INSULATE ALL OF THE CONSTITUENCIES OF THE COLLEGE FROM ONE ANOTHER. THE OFFICIAL LINE OF THE PRESIDENT IS ONE OF REASSURING THE BOARD THAT ALL IS WELL. TO ACCOMPLISH THIS BALANCE OF POWER, IT IS NOT UNCOMMON FOR PRESIDENTS TO "CARE AND FEED" TRUSTEES SO THAT THE INNKEEPER ROLE GETS CONFUSED WITH JUDGMENT OF

EFFECTIVE LEADERSHIP. ALSO, SOME PRESIDENTS IN THE GRAND OLD DAY OF A NEW COMMUNITY COLLEGE WERE -- FIGURATIVELY SPEAKING -- "90_DAY WONDERS" FROM EDUCATION SCHOOLS OR UPGRADED COMMON SCHOOL ADMINISTRATORS WHO, WHEN THEY SAW THE GROWTH IN COMMUNITY COLLEGES, BECAME RAPID CONVERTS TO THESE NEW COLLEGES. THIS IS NOT TO INFER THAT GRADUATES OF PROFESSIONAL SCHOOLS OR COMMON SCHOOL ADMINISTRATORS CAN'T MAKE GOOD PRESIDENTS. ALL TOO OFTEN NEITHER BOARD NOR PRESIDENT UNDERSTOOD THE SUBTLETIES OF THE COMMUNITY COLLEGE.

CURTIS S. MURTON RECENTLY SENT ME AN UNPUBLISHED PAPER THAT ATTEMPTED TO SORT OUT FACULTY, CHAIRMEN OF THE BOARD OF TRUSTEES, AND PRESIDENTS. PERCEPTIONS AND EXPECTATIONS OF EACH GROUP WERE ANALYZED.

(EXCERPT)

"BOARD CHAIRMEN AND FACULTY LEADERS AGREED ON THE EXPECTATIONS FOR THE PRESIDENT'S ROLE IN COLLECTIVE BARGAINING IN LITTLE MORE THAN ONE -THIRD OF THE INSTANCES; WHILE RETURNS RECEIVED FROM ALL THREE PRINCIPAL SUBJECTS IN A GIVEN COLLEGE INDICATED THAT THE PRESIDENT INCORRECTLY PERCEIVED THE PRESENCE OR ABSENCE OF A CONFLICT BETWEEN BOARD CHAIRMAN AND FACULTY LEADER EXPECTATION IN OVER THREE-FIFTHS OF THE INSTANCES."

IF THERE IS ANY ACCURACY TO THIS STUDY, IT WOULD APPEAR THAT PRESIDENTS ARE SOMEHOW ISOLATED OUT OF THE POLITICAL REALITIES AMONG THE CONTESTANTS IN COLLECTIVE BARGAINING. IT IS NOT SURPRISING THAT PRESIDENTIAL RESPONSES ON THE ADVENT OF COLLECTIVE BARGAINING ARE OFTEN FAR FROM HAVING A FIRM HAND ON THE WHEEL.

OUR DISCUSSION WOULD NOT BE COMPLETE WITHOUT REFERENCE TO STUDENTS. ON SEVERAL CAMPUSES TODAY, A NEW GROUP OF PROFESSIONAL STUDENT GOVERNMENT PEOPLE HAVE BEEN BORN. THEY ARE THE PRODUCT OF THE CHEMISTRY OF HAND SOME STUDENT GOVERNMENT BUDGETS, THE EIGHTEEN-YEAR-OLD VOTE, AND LOTS OF POLITICAL ATTENTION PAID TO THEM BY THE PROFESSIONAL POLITICIANS IN SPRINGFIELD. MOST STUDENTS, AS MOST CITIZENS, CARE LITTLE OF OR FOR POLITICS.

THIS SMALL MINORITY HAVE AN INTEREST IN THE GAME OF CAMPUS POWER. FOR SEVERAL OF THEM, THEY SEE LIFE IN RATHER CYNICAL POLITICAL TERMS. IT GOES LIKE THIS: STUDENT GOVERNMENT EXPERIENCE AT THE COMMUNITY COLLEGE AND OFF TO THE BIGGER POLITICAL ARENA AT "STATE U" ... THEN LAW SCHOOL OR AN APPOINTMENT IN STATE GOVERNMENT.

A MASTER CONTRACT THAT DIVIDES RULE AMONG BOARD, ADMINISTRATION AND FACULTY DENIES -- FROM THE ACTIVIST STUDENT'S POINT OF VIEW -- ALL OF THESE HARD-WON VICTORIES. THERE IS A LETTER FROM A STUDENT LEADER CURRENTLY MAKING THE ROUNDS ADVOCATING STUDENTS TO BARGAIN THEIR POLITICAL SUPPORT TO THE FACULTY IN BOARD-FACULTY SALARY NEGOTIATIONS.

PRESIDENT JAMES COLBERT, AFT PRESIDENT OF THE BOSTON COLLEGE FACULTY, WRITING IN THE CHRONICAL OF HIGHER EDUCATION, SAID, "TEN YEARS AGO SOME FACULTY MEMBERS WERE USING STUDENT ACTIVISTS AS FOOT SOLDIERS. NOW "MANAGEMENT" IS USING THEM AS AUXILIARY TROOPS." MR. COLBERT DOESN'T DISAPPOINT ME BY SAYING SOME FACULTY, BUT SUCH DISCRIMINATION DOESN'T APPLY TO THE OTHER SIDE -- IT ISN'T SOME MANAGEMENT, IT IS MANAGEMENT.

BUT THE FACETIOUSNESS APART, THE ACTIVIST STUDENT SEES A STAKE IN BARGAINING AND WILL PLAY THE POLITICAL GAME. THE FACULTY AND BOARD-ADMINISTRATION WILL, IF THE POLITICAL SITUATION DICTATES, USE THE STUDENT AS AN ALLY.

THERE MAY BE A FEELING OF DISCOURAGEMENT ON THE PART OF SEVERAL TRUSTEES AFTER STEERING THROUGH WHAT MIGHT APPEAR TO BE THE SPEAKER'S INTERPRETATION OF BYZENTINE COURT POLITICS RATHER THAN WHAT IS OCCURING IN HIS OR HER COMMUNITY COLLEGE.

BUT POLITICS IS HUMAN. IT IS A PROCESS. HOW IT OPERATES DEPENDS ON EACH OF US.

BUT WHERE POWER AND HUMANS EXIST, THERE COMES INTO PLAY THE POLITICAL PROCESS. IF YOU REFUSE TO ACKNOWLEDGE IT, YOU ARE UNREALISTIC. IF YOU INDULGE IN IT AND DENY IT, YOU ARE SOMETHING LESS.

BUT TO UNDERSTAND IT AND TO DEMAND AND MAINTAIN HIGH ETHICAL STANDARDS IS WORTHY OF THE NAME "TRUSTEE."

I CONCLUDE WITH A STATEMENT FROM A NATIONAL EDUCATION OFFICIAL ...

"...WHEN WE FINISH UNIFYING AND GET ORGANIZATION IN HIGHER EDUCATION, WE WILL HAVE TWO MILLION MEMBERS, AND POWER IS IN POLITICAL ACTION -- WE HAVE TWICE AS MUCH MONEY IN OUR BUDGET AS THE AFL-CIO, $27.8 MILLION AS OPPOSED TO $15 MILLION; WE HAVE MORE STAFF; MORE EVERYTHING." (HUMAN EVENTS, JAN. 5, 1974)

POLITICAL RHETORIC ASIDE -- THE RECENT MERGERS OF THE NATIONAL EDUCATION ASSOCIATION WITH OTHER UNIONS AND THE CURRENT DISCUSSIONS BETWEEN THE AMERICAN FEDERATION OF TEACHERS AND THE NEA ADD UP TO A FORMIDABLE AMOUNT OF POLITICAL POWER.

THERE IS A RELUCTANCE FOR MOST PEOPLE TO JOIN IN ON THE GAME OF POLITICS. PERHAPS YOU WOULD AGREE WITH HILAIRE BELLOC'S CYNICAL LITTLE POEM ABOUT POLITICIANS:

EPITAPH ON THE POLITICIAN HIMSELF

HERE RICHLY WITH RIDICULOUS DISPLAY,
THE POLITICIAN'S CORPSE WAS LAID AWAY,
WHILE ALL OF HIS ACQUAINTANCE SNEERED
AND SLANGED,
I WEPT; FOR I HAD LONGED TO SEE HIM HANGED.

I CONCLUDE BY HOPING THAT IF THEY HAVE THE HANGING, THE EPITAPH FOR THE VICTIM IS NOT THAT HE WAS THE ONLY ONE WHO STUCK HIS NECK OUT.

UNIVERSITY OF CALIF.
LOS ANGELES

JUL 12 1974

CLEARINGHOUSE FOR
JUNIOR COLLEGE
INFORMATION

***